Government of the Northwest Territories

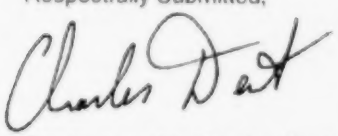
2006 Public Service Annual Report

Northwest Territories Human Resources

THE HONOURABLE PAUL DELOREY
SPEAKER OF THE LEGISLATIVE ASSEMBLY

It is my pleasure to present the Public Service Annual Report for the calendar year 2006 on the management and direction of the Public Service of the Northwest Territories in accordance with the *Public Service Act*.

Respectfully Submitted,



The Honourable Charles Dent
Minister Responsible for the *Public Service Act*

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If you have any comments about this report, please contact the Deputy Minister, Department of Human Resources, Government of the Northwest Territories, P.O. Box 1320, Yellowknife, NT, X1A 2L9, (867) 873-7187.

The sources for all statistics in this report are the Human Resource Information System (HRIS) and the GNWT Financial Information System (FIS), and does not include casual workers unless otherwise indicated.

The Workers' Compensation Board and the Northwest Territories Power Corporation, as independent agencies, produce their own annual reports and therefore information on these agencies is not included in this report.

This report is available at the following website:

- http://www.hr.gov.nt.ca/library/

For more information regarding the public service of the GNWT, please visit the following websites:

- http://www.hr.gov.nt.ca/policy/documents/PublicServiceAct.pdf
- http://www.hr.gov.nt.ca/policy/unw/
- http://www.hr.gov.nt.ca/Policy/nwtta/
- http://www.hr.gov.nt.ca/policy/hrm/default.html

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MESSAGE FROM THE MINISTER

As Minister Responsible for the *Public Service Act*, I am pleased to present the 2006 Public Service Annual Report. This report has been prepared in accordance with the *Public Service Act* and provides information on the management and direction of the public service in the Northwest Territories.

This year marked the establishment of the Department of Human Resources. The Department has the mandate to provide leadership and direction to the Government of the Northwest Territories (GNWT), and its boards and agencies, in all areas of human resource management. The creation of a new department was another step in the transformation of human resource services that began in 2005. The vision of the Department is to provide excellence in client service and the Department aims to do so by incorporating best practices in human resource management gleaned from various sectors. Public, private and non-profit organizations all have to deal with human resource issues and have developed practices and procedures that we have learned from. A restructuring of the organization occurred at the end of the year to better align departmental functions to these best practices.

Another key step in the transformation was the move toward an upgrade of the current technology (PeopleSoft) and provision of training and support to the GNWT to ensure the system is used to its fullest potential. One example of this transformation in action is the introduction of Self-Service. Self-Service allows employees and managers to enter and approve time directly in the human resource system, eliminating the need for paper forms and data entry. These changes will improve efficiency, accuracy and timeliness in employee compensation administration and enable more energy to be focused on developing innovative solutions to the human resource challenges faced by the GNWT.

Many challenges exist in human resource management, such as a shortage of skilled and professional labour, a competitive labour market, an aging workforce, an increase in the demands on the public service, and limited resources. The continued transformation of human resource management in the public service will alleviate some of these issues and help the GNWT develop and maintain a public service that is representative of the public it serves and able to deliver core programs and services to the residents of the North.

Other significant issues affecting the North impacting on the public service include nonrenewable resource development, devolution and self-government. Devolution and self-government negotiations continue to move forward, and this, along with socio-economic impacts, provide exciting challenges and opportunities for the public service. The public service continues to transform and adapt to meet these challenges, preparing for a more independent and prosperous future that will benefit all Northerners.

HUMAN RESOURCES ROLES AND RESPONSIBILITIES

The Minister responsible for the public service is accountable for the management and direction of the public service in accordance with Section 3(1) of the *Public Service Act*.

The delivery of human resource services for the Government of the Northwest Territories (GNWT) changed significantly on April 1, 2006. A Human Resources department was created to provide services through regional centres for those who live and work in those communities. By bringing human resource practitioners together, senior staff can assist those with less experience, creating capacity in human resource services throughout the Northwest Territories.

A significant challenge for any organization is determining how to structure itself to best meet client needs. The Department of Human Resources is guided by its mission and vision:

Vision

The GNWT Human Resource Services is driven by a vision of:
Connecting with our clients to provide leadership and excellence in human resource management.

Mission

We will achieve this vision by focusing on a mission of:
Supporting excellence in the GNWT public service through the delivery of innovative, quality human resource services.

In November 2006, the Department of Human Resources was reorganized into four divisions:

Human Resources Policy and Strategy - This division is responsible for Research and Reporting, Human Resource Information Systems (HRIS), Policy and Compliance, Project Management, Quality Assurance, Investigations, Communications, Records Management, Access to Information and Protection of Privacy (ATIPP), Equal Pay, Vendor Relations and Financial Planning.

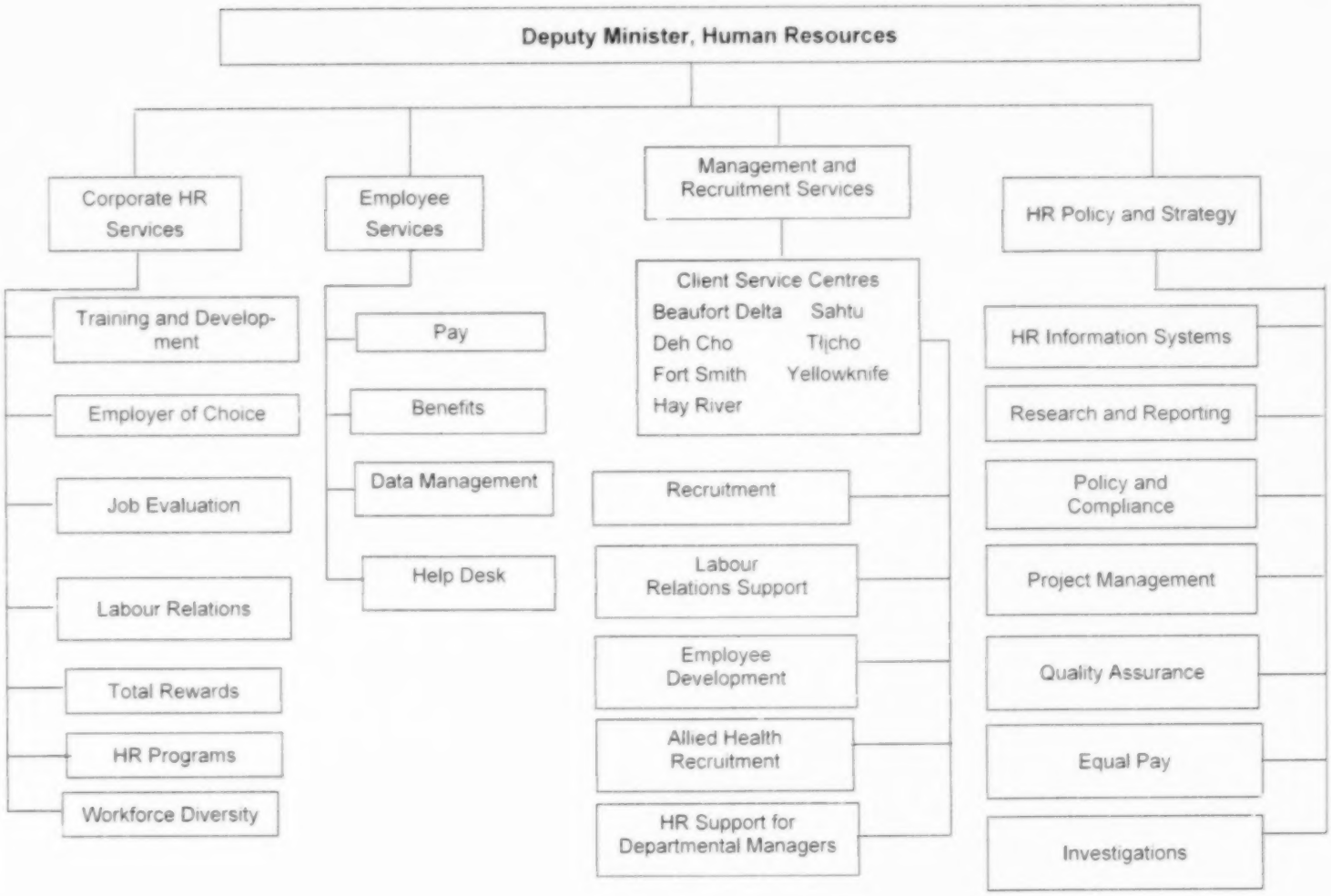
Corporate Human Resource Services - This division is responsible for Job Evaluation, Benefits Analysis, Compensation Research, Competency Development, Labour Relations, HR Programs, Training and Development, Health and Wellness, Recruitment Support, Student and Graduate Programs, Casual Recruitment Assistance, and Appeals.

Management and Recruitment Services - This division is responsible for Recruitment, Labour Relations Support, Employee Development, Allied Health Recruitment and HR Support for Departments.

Employee Services - This division is responsible for Pay, Benefits, Data Management and the Helpdesk.

A detailed chart showing how human resource functions are distributed throughout the new structure follows:

Human Resources Roles and Responsibilities



HUMAN RESOURCES POLICY AND STRATEGY

As part of the evolving structure of Human Resources, the new Division of Human Resources Policy and Strategy (HR Policy and Strategy) was created. This new Division is a combination of existing functions (Policy, Research and Reporting) previously done by other Divisions and new functions associated with Departmental status including Financial Planning and Records Management.

Areas included in HR Policy and Strategy are:

ATIPP	Communications
Equal Pay	Financial Planning
Quality Assurance	Human Resource Information Systems (HRIS)
Investigations	Policy and Compliance
Project Management	Records Management
Research and Reporting	Transformation of HR
Vendor Relations	Workplace Conflict/Resolution

A key feature of this new Division is long term planning, be it through policy or finances. The central role of this Division is support to the rest of Human Resources, whether through the development of communications materials or assistance through Records Management.

Transformation of HR

In 2006 the Department of Human Resources completed a major review of its structure and processes, with the assistance of The Hackett Group, and embarked on the following projects:

- Restructuring the Department including splitting Client Services into two Divisions and reorganizing other Divisions to better align functions.
- Introduce Self Service through the current Human Resource Information System to allow employees to have greater ownership of their data and to reduce duplication of effort.
- Begin procedures to upgrade the PeopleSoft Human Resource Information System to the next version (8.9), implementing new modules for recruitment and performance management while also expanding the use of existing modules (self service).
- Re-design work procedures, especially with the introduction of PeopleSoft 8.9 to reduce duplication and increase use of automation, and using the expertise of Answerthink.

By the end of 2006, the Department had made the following progress:

- Restructuring the Department was underway with new Divisions, roles and responsibilities identified. Directors for each Division were hired. Staff had been advised of the organizational change and how the transition would proceed.
- Self-Service was introduced with a pilot at the Beaufort Delta Health and Social Services Authority and continue to be rolled out GNWT-wide. By the end of December, over 1/3 of the GNWT public service was using Self-Service with plans to bring on the remainder of the public service in 2007.

- The upgrade of the PeopleSoft Human Resource Information System began in August 2006 and was proceeding well by the end of 2006.

- The background re-design work for procedures was completed in 2006. In 2007 these procedures will be rolled out.

By the end of 2007, departmental staff will occupy new roles, PeopleSoft 8.9 will be up-to-date and the Department will be well on its way to moving away from primarily transactional activities to more value-added activities.

Research and Reporting

Provided reports to senior management and operational information to staff implementing programs. Created Self-Service documentation and participated in the delivery of Self-Service training.

Communications

Developed content for the new HR internet and intranet sites as well as variety of materials for HR services and programs including pamphlets, notices and web documents. Advertising campaigns for summer student, internship and casual employment were created.

ATIPP and Records Management

Human Resource Regional centres were reviewed to assess the current state of records management in each location and recommendations were made regarding retention, semi-active storage, and archiving of records. Received and responded to 12 Access to Information Requests.

Workplace Conflict/Resolution

The GNWT recognizes the diversity of the public service and is committed to providing a workplace where all individuals are treated with dignity and respect in a non-discriminatory manner.

The *Workplace Conflict Resolution Policy* is in place to educate employees about the GNWT's expectation of respectful workplaces and provides, as a last resort dispute mechanism, a policy and procedures for requesting an investigation into bullying actions based on discriminatory grounds.

This year's focus has been on education. Upon request, interactive *Creating and Maintaining Respectful Workplaces* workshops were delivered. Participants reacted positively to these sessions. Only one formal complaint was filed and investigated under this policy in 2006.

Investigations

The dedicated staff investigator was kept busy this year, providing investigation process advice to departments, boards and agencies. In addition to the advice and support provided for management investigations, the investigator led or coordinated eight investigations into allegations including inappropriate behaviour, assault and misconduct .

Quality Assurance

Validity testing of current information in the HRIS was completed and errors were either corrected directly or operational staff were required to correct the errors. Additional advice and guidance were provided to Departmental staff; including the hiring and training of summer students to work on the payroll backlog.

Quality Assurance reviews were undertaken in the following offices:

- Dehcho HR Service Centre
- Hay River HR Service Centre
- Sahtu HR Service Centre

Human Resource Information Systems (HRIS)

The HRIS produces payroll and creates human resource information to assist management in making appropriate human resource decisions. The HRIS is currently used by all GNWT Departments, Authorities and Agencies except for the Workers' Compensation Board (WCB).

In 2006 the focus of the HRIS unit was on expanding the functionality of the current system while moving forward with an upgrade to the next version of PeopleSoft, version 8.9. The primary initiative on expanding functionality was the introduction of Self-Service. Self-Service allows employees to enter information, such as their hours of work, overtime and other pay directly into the system. Managers approve the time electronically. This process eliminates the paper, making entries more accurate and payments more timely. Employees can also verify online their personal information (addresses, direct deposit, beneficiaries, etc.).

The upgrade to PeopleSoft 8.9 began in 2006, with completion set for spring 2007. The upgrade ensures ongoing support for the system, but also adds new modules for recruitment and performance management. The Self-Service functions will be improved in 8.9, giving employees more areas where they can update their information and easier reporting of time.

In 2006 the HRIS also focused on other technical areas, including the development of internet and intranet sites for Human Resources. These new sites give employees easier access to important information about their pay and benefits.

Policy and Compliance

Regulations for the new Staffing Appeals process were completed and approved. Training materials were developed for the implementation of the new regulations. Revision to the Human Resource Manual is an ongoing process and new updates are posted on the HR website as they are completed.

Project Management

Work continues in three major areas:

- Devolution
- Self Government
- Composition of the Public Service

Equal Pay

In 2006 Equal Pay focused on paying outstanding claims received prior to the December 31, 2004 deadline. During the year, claims received prior to the deadline were reviewed and compensation paid where appropriate. This process is nearing an end, with final payments to be paid during 2007.

Vendor Relations

Vendor Relations will provide contract administration and oversight for the Department. Currently Human Resources is responsible for administering several programs which involve contracts including:

- Medical Travel Assistance
- Employee and Family Assistance Program
- GNWT Dental Plan

In addition, the Department also has contracts related to human resource systems, database administration and related functions.

The goal of the vendor relations area is to ensure that the GNWT and the Department are receiving value for money and getting the best service possible for their contract dollars.

CORPORATE HUMAN RESOURCE SERVICES

The Corporate Human Resources division is responsible for the management and development of human resources policy, legislation and programming. The division provides strategic planning, reporting and statistical services. It also provides a monitoring and evaluation function through quality assurance to ensure effective human resource management.

Corporate Human Resources has a significant role to play in the development and retention of a northern public service. It is responsible for the specialized recruitment and retention of health care workers and the delivery of staff training and development.

The division coordinates human resource development programs such as the Management Assignment Program, Progressive Experience Program, Northern Student Employment Program and Northern Graduate Employment Program. The administration of the Employee and Family Assistance Program, Employee Recognition Program and Staff Retention Program are also the responsibility of this division.

A priority for the GNWT is to have a public service that is representative of the public it serves. There is a continued commitment to maximizing economic and career opportunities so that communities and regions will have the capacity they need to achieve their goals. Northerners will be educated and able to be the primary beneficiaries of the development of our natural resources. It is recognized that while the recruitment of professionals from the south is often necessary, a more sustainable and successful strategy for the long-term is to build capacity by training northern residents as part of a comprehensive human resource plan. Corporate Human Resource Services plays an important role in developing this plan and programs to support GNWT direction.

The Maximizing Northern Employment (MNE) initiative is intended to focus on the government's role as an employer and its broader role to support a northern workforce across the Northwest Territories in all employment sectors. It encourages northern students to seek employment in the public service in the summer to gain experience in their related fields of study and offers a graduate internship program that can be applied for upon completion of their studies. Northerners who graduate from teaching, nursing and social work programs are guaranteed employment in the public service and a fund is available that can be accessed by aboriginal organizations and industry for training programs. This ensures that capacity is built in the North to better enable residents to benefit from the economic boom relating to resource development.

Marketing and Promotion

Recruitment statistics are being captured with a focus on allied health professions. In collaboration with the Allied Health Recruitment Unit (AHRU), marketing has determined geographical areas within Canada of "high" recruitment value, through analysis of data including migration trends, applicant tracking logs and telephone inquiry tracking. This information, combined with demographic research will be the driver behind recruitment initiatives targeting Health Professionals in southern jurisdictions. Marketing research will continue to be refined in order to narrow the focus of integrated marketing planning for 2007.

Nearly one in 12 Health professionals seeking employment opportunities in the NWT reside in Northern Ontario.

Northern Student Employment Program

The Northern Student Employment Program offers northern students the chance to gain employment with the GNWT. One of the goals of this program is to help students understand the variety of jobs available in the GNWT and encourages them to consider the GNWT as a preferred employer after graduation. The program provides:

- Priority hiring status for students during the summer months, particularly for those jobs relevant to the students' areas of study;
- Information about potential summer employment;
- Orientation and career development workshops;
- Progressive Experience Program; and
- Exit interviews for students.

Progressive Experience Program - The Progressive Experience Program (PEP) achieves two objectives: to provide students with work experience directly related to their field of study and to allow departments, boards and agencies to develop relevant skills and experience in northern students. The majority of PEP participation occurs during the summer months as the program is geared toward summer students. In 2006, the Progressive Experience Program experienced an increase in students from the previous year with 79 students participating in the program.

Northern Graduate Employment Program

The purpose of this program is to assist northern post-secondary graduates gain valuable work experience in their chosen field of study by offering them employment. The program provides development workshops and support for permanent placements following internships. Other elements of this program include:

- Employment promotion and recruitment;
- Graduate employment for nurses;
- Graduate employment for social workers;
- Graduate employment for teachers;
- Graduate internships;
- Graduate transition program;
- Career development workshops; and
- Job placement support

Graduate Internship Program - The Graduate Internship Program provides up to one year of employment to recent graduates in their field of study. The Graduate Internship Program supported the placement of 35 new public sector interns during 2006. Since the program's inception, in 2001, 261 graduates have been provided internships.

Graduate Internships	2006	2005
Interns placed	35	36

Graduate Employment Program - The Graduate Employment Program guarantees jobs to northern graduates as teachers, nurses and social workers. Through this graduate employment program, 18 nurses and two social workers were placed within the NWT Health and Social Services system and five teachers were employed by the education system.

Graduate Hires	2006	2005
Nurses	18	7
Social Workers	2	2
Teachers	5	11

Mentorship Programs

The GNWT offers formal mentorship programs for new employees in the areas of nursing, social work and teaching with a goal toward improving retention and reducing employee turnover. Mentors who are long-term employees are paired with new employees to provide them with support and assistance during the transition into the workplace and new community. Mentors are provided with additional compensation for these added responsibilities. New nurses and social workers are assigned mentors as required . In 2006, 59 new teachers were provided mentors. There were 19 Management Assignment Program mentors to support staff in development.

Management Skills Series

Every manager needs a core set of skills and information in order to deal effectively with their staff, their budgets, the organization and their clients. The Management Skills Series was created to address this need as part of our commitment to improving and enhancing the knowledge and skills of managers. The series offers a group of in-house workshops designed to provide GNWT-specific skills for new and current managers. The courses are offered as half or full day sessions so managers can pick up the series in a year's time without having to take a full week away from the office. In 2006, approximately 390 employees attended 32 workshops.

Staff Retention Policy

The GNWT values the members of its public service and the work that they do. The Staff Retention Policy outlines the GNWT's commitment to the retention, retraining and development of existing staff and provides a proactive approach to assisting staff whose positions have been eliminated due to organizational changes. Under the Staff Retention Policy, affected individuals are provided with re-employment support for eight weeks prior to, and 13 weeks after receiving an official layoff. In 2006, three individuals were considered eligible under the Staff Retention Policy. Of those three, two were permanently redeployed and one accepted a term placement.

Employee and Family Assistance Program (EFAP)

The EFAP program provides assistance to GNWT employees, and immediate family members to deal with personal problems that affect their well-being or the employee's job performance. The program is confidential and voluntary. Counsellors are available to assist individuals to deal with anxiety and stress; depression; grief; anger; financial problems; abuse; self-esteem; substance abuse and work place problems. In 2006, approximately 703 employees or their immediate family members took advantage of the program.

Exit Interviews

Employees who leave their positions have the chance to complete an exit interview. Participation is voluntary. Exit interviews provide useful information to address employee needs and improve working conditions.

In 2006, an increased emphasis was placed on promoting the completion of exit interviews, resulting in 76 interviews being received. This represents a significant increase from 2005. We will continue working to improve the rate of response.

Health and Wellness

As part of the amalgamation of human resource services a new position was created to deal with health and wellness issues in the GNWT.

The Health and Wellness Advisor is charged with providing advice and guidance to employees, supervisors and managers on all matters relating to health–related absences from the workplace, as well as promoting the effective and successful reintegration of the employee back into the workplace. The Advisor also assists managers where there is a duty to accommodate employees with disabilities as outlined in the human rights legislation.

The Health and Wellness Advisor provides research and analysis into workplace health issues and trends, and contributes to the development of appropriate policy and procedures to support employee health and wellness.

Employee Recognition Program

The Employee Recognition Program provides an effective mechanism to recognize the achievements of GNWT employees. In addition to the existing long service and service appreciation awards, the program offers departments, authorities and agencies an opportunity to nominate individuals or teams who demonstrate excellence, innovation and dedication to their work for a Premier's Award For Excellence. In 2006, the Premier of the Northwest Territories honoured four employees and two teams.

Aurora College Access Programs

Aurora College offers 10-month access programs in a variety of areas designed to assist students in the transition to full involvement in their programs of study. The goal of these programs is to provide students with the necessary academic and other skills to help them succeed in following their chosen career paths. Many of these programs lead to employment opportunities in the public service.

The Aurora College currently offers Access programming in Social Work, Teacher Education, Nursing, Management Studies, Trades and University/College Entrance.

Northern Nursing Program

The Northwest Territories continues to face the same challenges as the rest of Canada with respect to the recruitment and retention of nurses. The focus of the Northern Nursing Program is to create a stable supply of nurses for northern hospitals and health centres by recruiting northern residents and training them in the program.

In 2006, the Northern Nursing Program had a total of 110 participants enrolled, with 28 of these participants in their final year of the program. There were 12 participants who received professional certification and 12 who received their degree.

Primary Health Care Nurse Practitioner Program

In partnership with the Centre for Nursing Studies in St. John's, Newfoundland, the Aurora College delivers a 16-month program that prepares registered nurses to become nurse practitioners. Nurse practitioners are able to diagnose, treat and prescribe medication within their scope of practice independently from physicians and are critical members of the primary health care team.

In 2006, the Primary Health Care Nurse Practitioner Program had a total of 31 participants enrolled with seven of these participants in their final year of the program.

Community Health Nurse (CHN) Development Program

The Community Health Nurse (CHN) Development Program is designed to develop a stable Registered Nurse workforce throughout the NWT by providing recent northern graduates and other northern nurses interested in providing community health nursing with an opportunity to develop the knowledge, skills and abilities required to work as a CHN in the NWT. The program utilizes a customized professional development plan, including goals, objectives and timelines to guide the northern nurse in acquiring competencies required as a CHN.

In addition, the CHN Development Program is an opportunity for Registered Nurses to begin the transition from acute to primary health care. Registered Nurses who, through this program, acquire the knowledge, skills and abilities to function effectively as a CHN may decide to pursue further education in the area of primary health care by completing a recognized Nurse Practitioner program.

Northern Nursing students interested in working in Community Health Centres are eligible for the Community Health Nurse Academic Bursary that provides them with additional financial incentive to enroll in the CHN Development Program upon completion of their studies.

This year, five northern nurses, including four indigenous aboriginal students, were enrolled in the program with target locations in various Community Health Centres throughout the NWT.

Aurora College Teacher Education Program (ACTEP)

The ACTEP program encourages northerners to obtain their professional degrees in order to be able to teach at all levels in the school system. The hope is that a teacher workforce will be developed that is representative of the population of the NWT. Once students complete a three-year diploma program in the NWT, they can transfer to the University of Saskatchewan to complete their Bachelor of Education degree.

During 2006, 49 students were enrolled in the program. Of these, nine students entered their final year in the program, five received their diploma and 12 received their Bachelor's degree through the University of Saskatchewan.

Social Work Program

The Social Work Diploma Program provides all the skills necessary to become a northern social worker by incorporating culturally relevant material and traditional knowledge into its curriculum. Graduates gain a basic understanding of social problems and methods of intervention to help those in need. In 2006, eight students were enrolled in the program, seven of whom were in their final year of studies. There were three students who received professional certification in the social work program.

Other Aurora College Programs

Aurora College offers a variety of programs that are important in preparing individuals for careers in both the public and private sector. Programs in Natural Resource Technology, Management Studies, Criminal Justice, Computing and Information Systems, Recreation Leaders, Licensed Practical Nurses, Office Administration, Home and Community Support Worker have all provided graduates with the chance to use their education and training in the GNWT public service.

Employee Training and Development

The Training and Development unit, in consultation with managers, identifies, develops and implements a range of learning and development opportunities for employees of the GNWT Public Service to assist in ensuring employees have the necessary knowledge, skills and abilities for the effective performance of their duties.

One of the programs that this unit is responsible for is the GNWT Leadership Program. The program consists of three streams; Senior Managers, Middle Managers and Emerging Managers. In 2006 five employees completed the Senior Managers' Series, 14 employees completed the Middle Managers' Series and 18 completed the Emerging Managers' series resulting in a total of 37 employees completing the program.

In 2006, approximately 183 professional development workshops were facilitated for government employees with approximately 1241 employees participating in the workshops.

Affirmative Action

The Government of the Northwest Territories (GNWT) is committed to having a public service that is representative of the population it serves. In 1989, the GNWT implemented the *Affirmative Action Policy* in an attempt to meet this goal.

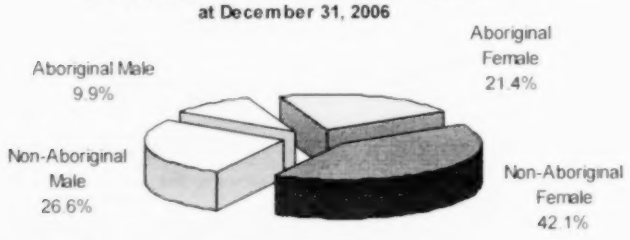
The GNWT gives preference in employing the following groups:

- Indigenous aboriginal persons;
- Indigenous non-aboriginal persons;
- Resident persons with disabilities; and
- Resident women in management and non-traditional occupations.

The Department of Human Resources is responsible for interpreting and reviewing the policy's application in areas such as management and non-traditional occupations. A report is produced annually on hiring practices in departments in an effort to monitor the effectiveness of the policy.

At the end of 2006, there were 1,445 indigenous aboriginal employees representing 31% of the public service. Women represented 32% of senior managers with 63 female employees in senior management. There were 32 indigenous aboriginal senior managers, which represented 16% of employees in senior management.

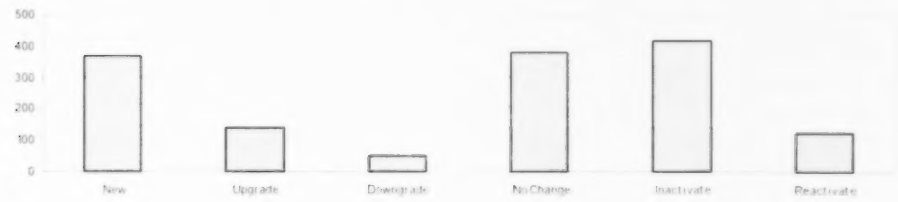
Employees by Aboriginal Status and Gender, at December 31, 2006



Job Evaluation

The jobs of all public service employees within the GNWT (except those of teachers and deputy heads) are evaluated using the Hay Guide Chart Profile Method of Job Evaluation. This process allows jobs to be rated and compared for skill, effort, responsibility and working conditions. A total of 1462 jobs were evaluated in 2006. There were 503 (new + upgrade) jobs that saw a change in pay range. These increases were due to appeal results, particularly RN positions as there were multiples of one job and jobs that were re-written to reflect changes in responsibilities.

Job Evaluation Activity, 2006



Job Evaluation Appeals

Appeal mechanisms exist to allow employees who are members of the bargaining unit or who are excluded from bargaining unit membership to appeal the evaluations of their jobs. During 2006 two appeals related to Union of Northern Workers' (UNW) positions and no excluded appeals were filed. 14 appeals were heard and seven appeals were withdrawn. At the end of 2006, 15 UNW appeals and no excluded appeals were outstanding.

Staffing Appeals

The staffing appeals process allows a GNWT employee or an affirmative action candidate, who has applied on a position in the UNW bargaining unit, to request a review of the competition if they believe that the competition process was flawed. The staffing appeal hearings provide objective reviews of the staffing process, including the application of the Affirmative Action Policy.

In April 2006, to improve confidence in the process, the *Public Service Act* was amended to provide for the appointment of independent Staffing Review Officers to hear appeals or appointments made by competition. This was done rather than having a three-member staffing appeal committee consisting of representatives from the GNWT and the union, plus an independent chairperson. The table shows that of the 72 appeals filed in 2006, 57 were denied, three were withdrawn and 12 appeals were upheld. At the end of 2006, there were no pending appeals.

Staffing Appeals, 2006

	2006				
Who Appealed	**Upheld**	**Denied**	**Withdrawn**	**Pending**	**Total**
Affirmative Action Non-Employees	2	22	0	0	**24**
Affirmative Action Employees	7	22	3	0	**32**
Non-Affirmative Action Employees	3	13	0	0	**16**
Total	**12**	**57**	**3**	**0**	**72**
% of Total Appeals	**17%**	**79%**	**4%**	**0%**	**100%**

Total Rewards

The Total Rewards unit is responsible for planning, developing, recommending, implementing, communicating and coordinating innovative compensation and benefit programs. The unit will manage the planning, development and implementation of GNWT compensation and benefit programs; provide the analytical/research support required to implement and communicate total rewards strategies; create proposals to develop and plan salary and variable pay programs and policies; participate in the creation of base salary structures; and advise on and resolve compensation/benefit related issues.

The unit is also responsible for the development, administration and operation of a job evaluation system for the 4857 active GNWT positions (except teaching positions). This includes ensuring services are provided on a timely and effective basis in accordance with Federal/ Territorial legislation. The unit must ensure that appropriate job evaluation policies and procedures are developed and implemented. In addition, the Total Rewards unit is responsible for the provision of training and senior technical expertise in job evaluation and job description preparation for human resource staff in all seven human resource service centres across the NWT.

One of the challenges of the unit is to achieve a total compensation/benefits package that balances both the interests of the employees and the GNWT. Another challenge is to ensure the GNWT's total rewards package complies with Territorial legislative requirements for equal pay for work of equal value.

Compensation Research

Several projects were undertaken including:

- Costing to bring the Ferry workers into the GNWT;
- Updated the NWTTA and UNW Northern Allowances for the 2006/07 rates;
- Ongoing work on the physician database;
- Finalized the Draft Compensation Philosophy Framework;
- Ongoing preparation for physician bargaining;
- Costing for Hay River HSSA transfer into the GNWT;
- Retro-costing for the Job Evaluation nursing review;
- Developed bi-weekly relief reports for UNW as required under the UNW Agreement MOU;
- Costing for self-government in Deline;
- Responded to and conducted compensation surveys and analyzed summary results.

Organizational Development

Organization Development offers human resource guidance and advice to senior management in bringing about planned change to increase an organization's effectiveness. When organizational changes are required to align the organization with strategic direction, new programs, program growth or staff development advice and guidance with respect to human resources is available. The Organization Development unit can guide the process of focusing, equipping, and engaging departmental management and staff in organizational planning, design, and implementation to assist in ensuring organization results in the most effective and efficient use of human resources. In advising on the overall organizational structure and process, the unit also assists with the supporting components of ensuring that accountabilities, interrelationships and reporting relationships are clear, logical and well defined.

This past year organization design was a new function for the Department of Human Resources and since inception has had input on 20 projects ranging from unit to department wide reviews.

Education Leave

An employee who wishes to take full-time post-secondary studies lasting at least one academic year or to take academic upgrading to qualify for post-secondary studies may apply for Education Leave. The studies must be taken at a recognized Canadian university, college or technical institute. Approval of Education Leave is subject to budgetary constraints but, when granted, provides a guarantee of re-employment after completion and may, with Deputy Head approval, provide partial allowances in lieu of salary. At the end of 2006, there were 32 employees on education leave with pay and 23 employees on education leave without pay. A total of 55 employees were on education leave during 2006.

Employee Documentation and Orientation

The Department of Human Resources documents all new employees, including summer students providing the following information:

- Oath of Office and Secrecy;
- Conflict of Interest;
- Affirmative Action;
- Use of Electronic Mail and the Internet;
- Harassment;
- Political Activity;
- Employee and Family Assistance Program;
- Violence in the Workplace; and
- Occupational Health and Safety.

Each department, board and agency is responsible to develop their own employee orientation package including hours of work, shift schedules, and call back information.

Transfer Assignments and Secondments

Transfer assignments are a tool used by the GNWT to provide employees with opportunities to broaden their work experience and gain knowledge of other departments/units within the organization. These temporary work placements also allow the GNWT to meet short-term human resource needs that cannot be met through the open competition process.

Secondments involve the temporary assignment of a government employee to a position in an outside organization or a non-government employee to a position within government.

Transfer Assignments and Secondments

	2006	2005
Transfer Assignments	290	158
Secondments	0	0

Succession Planning- Management Assignment Program (MAP)

Responding to a concern that the public service was aging, the GNWT developed the MAP program in 2003. The program provides participants with the opportunities to develop management and leadership skills through training and transfer assignments. The program also enables participants to broaden their knowledge base and gain experience in more areas than their current position allows. The goal of the program has been to prepare participants to fill future management and senior management positions. There are currently 26 participants in the program .

Labour Relations

Labour Relations provides interpretations and advice to departments, authorities and agencies with issues that arise from the employment relationship. Employee Relations also provides ongoing training to managers and supervisors concerning the Workplace Conflict Resolution Policy, investigation techniques, GNWT Code of Conduct, and the grievance process.

The Legal/Legislative Framework includes:

- *Public Service Act* & Regulations;
- *NWT Human Rights Act*;
- *Safety Act*;
- *Union of Northern Workers' Act*;
- *Northwest Territories Teachers' Association Act*;
- *Arbitration Act* and Arbitration Jurisprudence;
- *Education Act*;
- Civil Court Decisions; and
- Excluded Handbook and Managers' Handbook.

The majority of public service employees are in a bargaining unit represented by a union. A small group of employees is excluded from a bargaining unit due to the nature of their work. An even smaller group of non-union employees is in the Senior Management Group. Members of the Senior Management Group are responsible for directing and controlling government programs.

The majority of unionized employees are members of the Union of Northern Workers' (UNW) bargaining unit. The UNW represents its members and negotiates their terms and conditions of employment with the GNWT.

The Northwest Territories Teachers' Association (NWTTA) represents teachers and negotiates their terms and conditions of employment with the GNWT.

The Financial Management Board sets the terms and conditions of employment for senior managers and employees who are excluded from membership in a union.

Collective Bargaining

The GNWT carries out collective bargaining with representatives of the two bargaining units identified under the *Public Service Act*:

- The Northwest Territories Teachers' Association is the bargaining unit representing GNWT teachers;
- The Union of Northern Workers is the bargaining unit representing all other unionized GNWT employees; and
- The Financial Management Board (FMB) approves the terms and conditions of employment for excluded and senior management employees and Deputy Ministers.

Union of Northern Workers (UNW)
The second year of a four year collective agreement with the UNW became effective on April 1, 2006. The four year agreement resulted in an increase of 14.6% to total compensation for UNW members over the four years.

Northwest Territories Teachers' Association (NWTTA)
The second year of a three year collective agreement became effective on April 1, 2006. The three year agreement provides an overall increase of 11.8% to total compensation for NWTTA members over the three years.

Grievances and Arbitrations

The grievance and arbitration processes are important tools used in the resolution of disputes between employees or the unions and the GNWT.

There are two types of arbitration: expedited and formal. Expedited arbitration allows grievances to be heard and decided relatively quickly. They are less complex, specific to an individual grievor, limited evidence and no witnesses. Although awards given through the expedited process are binding, they are not precedent setting. Formal arbitrations are more complex, have a wider impact, and require testimony from witnesses. Formal arbitrations are precedent setting and form part of the Collective Agreement.

A total of 182 grievances were referred to arbitration in 2006 (101 in 2006, 81 carried over from 2005), with four heard at arbitration-expedited. At the end of 2006, 153 grievances were pending. There were 13 grievances withdrawn prior to hearing and 12 settled prior to hearing.

MANAGEMENT AND RECRUITMENT SERVICES

In accordance with Cabinet direction to amalgamate the delivery of human resource services within the public service, the Dehcho, Inuvik, Sahtu, Tlicho, Hay River, Fort Smith and Yellowknife Human Resource Service Centres were created in 2005.

The creation of Human Resource Service Centres at the regional level increases the ability to provide human resource clients including residents of the NWT, public servants and managers with timely and consistent human resource services.

The Human Resource Service Centres are responsible for the following human resource tasks:

- Recruitment;
- Labour relations support;
- Employee development;
- Allied health recruitment;
- HR support for departments;
- Human resource planning; and
- Employee performance management.

Management and Recruitment Services plays a pivotal role in implementing many human resource programs through contact with Senior Managers and line management in departments, boards and agencies.

Recruitment

Recruiting and training northerners is essential to building a strong, stable and representative public service. It is recognized that for some professions, recruitment of individuals outside the public service is necessary in order to be able to provide vital programs throughout the North. Management and Recruitment Services implements recruitment strategies/initiatives designed to attract professionals to the North. Out of the 813 hires in 2006, 73.6% were northern hires.

Employment Activity, 2006

	2006	2005
Hires	810	914
Separations	609	561
Transfers	228	661
Promotions	164	97
Demotions	1	0

Direct Appointments

Direct appointments are used to support the hiring and development of employees. The process allows the GNWT to appoint individuals into positions where recent recruitment efforts were unsuccessful, but also gives the GNWT the opportunity to support career development of individuals who have priority hiring status under the Affirmative Action Policy. During 2006, 117 employees were appointed directly into positions. Of these appointments, 44 were aboriginal employees and 25 were indigenous non-aboriginal. Of the seven appointments to senior management, two were for women and three were to indigenous aboriginals. In addition, three direct appointments were for women to non-traditional occupations and one for a disabled person. Eight previous interns were direct appointed to indeterminate positions and 19 direct appointments were made to graduates (18 nurses and 1 social worker).

Allied Health Recruitment

In July 2006, in an effort to maximize the effectiveness of recruitment for all allied health professionals, including nurses, a Health Recruitment Unit was established.

The unit is dedicated to the recruitment of public service allied health care professionals and results in the ability to identify and react to changes in health care personnel needs and the use of candidate pools to fill multiple needs across the NWT.

Since October 2006, 52 indeterminate or term allied health care professionals have been hired.

Allied Health Care Professionals, 2006

	# Hired
Beaufort Delta Health and Social Services Authority	15
Deh Cho Health and Social Services Authority	1
Fort Smith Health and Social Services Authority	2
Sahtu Health and Social Services Authority	2
Stanton Territorial Health Authority	13
Tlicho Community Services Agency	5
Yellowknife Health and Social Services Authority	14
Total Allied Health Care Professionals Hired	**52**

EMPLOYEE SERVICES

Employee payroll services, benefits administration and data management, which were previously within the Client Services Division, were transferred into the newly established Employee Services Division. The Employee Services Division was also assigned responsibility for establishing a Department of Human Resources Helpdesk. The Division is the contact point for the day to day operation issues with Superannuation, the Public Service Health Care Plan (PSHCP), and Green Shield (the dental provider).

The Division is responsible for processing pay and benefits for approximately 5,700 GNWT full-time, part-time and casual employees, including the Health Authorities, Divisional Education Councils and the NWT Housing Corporation. The Division provides advice, assistance and counseling to employees on pension, superannuation, elections, employee benefits, and leaves, such as maternity and parental leave, education leave and deferred salary leave. Employee benefits also includes medical and dental plans, medical travel, and removals.

Employee benefits are provided out of seven Human Resource Service Centres. While the Service Centre managers report to the Director of Management and Recruitment Services, in providing benefits administration, they have a functional reporting relationship to the Director of Employee Services. By delivering these services out of the Service Centres, we respond more efficiently and effectively to our clients' requests. It has also enabled us to respond more effectively to the special needs of our clients in each region.

- 5935 pay rate changes (including across the board increases, acting pays, merit increases, salary adjustments and step progressions) were processed
- 1109 transfer actions (including transfer assignment starts and ends, promotions, and employees moving from casual to indeterminate status) were processed.
- Benefits staff in the Service Centres delivered presentations to employees on the changes made to the Public Service Health Care Plan.
- A dedicated officer was assigned to provide specialized pensions and elections counseling to employees in the Sahtu and Tlicho.
- The Yellowknife Human Resource Service Centre coordinated the delivery of two Canada Superannuation training sessions, one on benefits and one on insurances. Staff from the Department of Human Resources, the NWT Housing Corporation, the NWT Power Corporation and the Government of Nunavut attended these courses.
- In January 2006, the GNWT assumed responsibility for the payroll for the Yellowknife Health and Social Services Authority, Beaufort Delta Heath and Social Services Authority, Stanton Territorial Health Authority, Sahtu Health and Social Services Authority and the NWT Housing Corporation.

Employee Compensation

The GNWT provides its employees with a competitive salary. Approximately 16.7% of the average salary ($71,178) is made up of paid leave, such as annual, sick and special leave. A variety of pension and healthcare benefits provide for retirement, disability, dental, health care and other insurance benefits. In addition, federally regulated programs such as Canada Pension Plan and Employment Insurance are available.

The GNWT also provides a northern allowance to compensate employees for reasonable differences in the cost of living between Yellowknife and other NWT communities. Medical travel assistance, financial assistance for relocation and ultimate removal, and professional development and training are also provided.

The Public Service Management Insurance Plan is available to excluded and senior management employees. The provides basic and supplementary life insurance (including dependants), and accidental death and dismemberment insurance.

Salary and Wages

Salary and wages includes:

- Salary including;
  - Earned leave paid out such as annual, sick and special leave;
  - Acting pay;
  - Retroactive pay;
- Overtime;
- Callback;
- Miscellaneous including;
  - Allowances such as Instructor/Co-ordinator, Mentor, Nurses, Tool, and Uniform;
- Standby;
- Shift Premium; and
- Bilingual Bonus/Language Allowance.
- Lieu Time - Departments now have flexibility in the administration of lieu time. Each department may establish its own rules for lieu time based on operational requirements. For example, some departments place a limit of 37.5 hours of earned leave per year.

General Allowances include:

- Northern Allowance - which compensates employees for reasonable differences in the cost of living between Yellowknife and other communities in the NWT and to provide general transportation assistance.
- Education Allowance - provides employees with a portion of their salary to support them while on education leave with pay.

Pension and Group Benefits

The GNWT cost-shares with the employee contributions and premiums required for federally regulated income protection programs including the Canada Pension Plan and Employment Insurance. The GNWT fully funds Workers' Compensation Board premiums.

The GNWT participates in benefit plans to supplement these federally regulated programs. Some of these plans include:

- The Federal Public Service Superannuation Plan, which provides employees with income after retirement;
- Disability Insurance (unionized employees) and Long-term Disability Insurance (non-unionized employees and senior managers), which provide up to 70% of salary to employees who become disabled and are unable to perform the duties of their position;
- Dental Plan under which the GNWT pays eligible dental services up to $1,000 a year per member;
- Public Service Health Care Plan, which provides coverage for specified services and products that are not covered under provincial/territorial health insurance plans; and
- Maternity and Parental leave.

Data Management

The newly established Data Management section is responsible for the entry and management of data for all employees into the Human Resource Information System. The section works closely with the Management and Recruitment Services Division and the Benefits and Pay Sections of Employee Services, to ensure that information on employees in HRIS is accurate and up-to-date, thereby ensuring that employees receive their full entitlements according to the appropriate collective agreement and/or Excluded or Senior Managers' Handbook. With the transition to employee Self-Service, the Data Management Section is also responsible for maintaining leave and attendance records for GNWT employees.

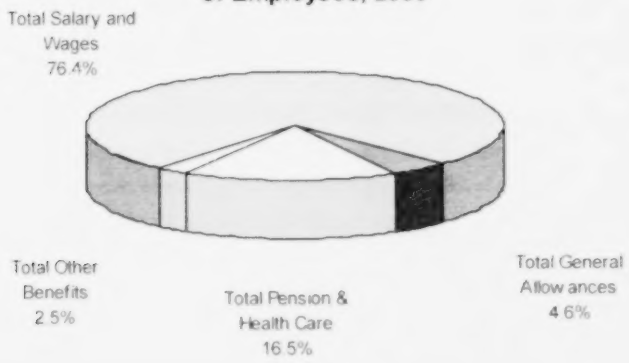
Help Desk

Following the consolidation of human resource functions in April 2005, a central benefits telephone line, and a dedicated benefits e-mail line was established in the Client Services Division. The central benefits line is responsible for providing assistance, information and advice to employees on benefits-related issues such as health and dental benefits, superannuation (pension) issues, leave and attendance, etc. In 2007, in order to expand the level of service we can provide to our clients, a Department of Human Resources Helpdesk is being established. The Human Resources Helpdesk will provide the first point of contact for all departmental clients. Services will be provided via dedicated phone lines and e-mail lines. The Helpdesk will provide clients with information, advice and assistance on all human resource-related issues, for instance, pay and benefits, employment opportunities, job evaluations and reclassifications, etc. Two staff in Headquarters and two in Fort Smith will be dedicated to staffing the Helpdesk that will be open from 8:00am to 5:00pm daily. By providing one point of contact within Human Resources, we will be able to provide clients with more timely responses to their requests.

HUMAN RESOURCE COSTS

The cost of maintaining the GNWT public service is tracked for each calendar year. For comparison purposes, the following graphs depict the 2005 and 2006 approximate total compensation costs for employing the entire public service, including those employees holding casual employment.

Salary and Benefits Costs of Employees, 2006



Salary and Benefits Costs of Employees, 2005

Salary and Benefit Costs of Employees

for year ended December 31 2006

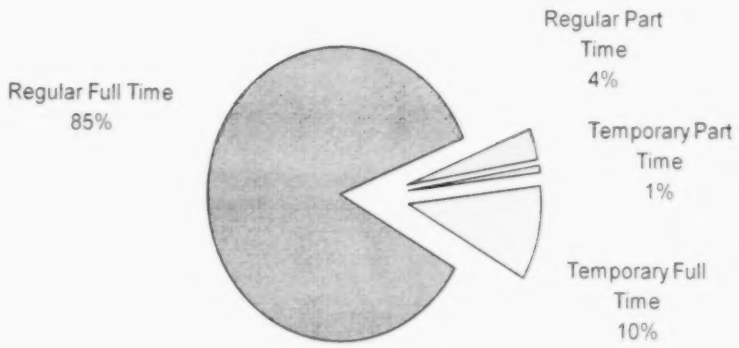
Costs	2006	2005
Salary	$303,973,000	$286,137,000
Overtime	$15,280,000	$12,300,000
Call-back	$2,407,000	$2,154,000
Miscellaneous	$3,433,000	$2,104,000
Standby	$3,585,000	$2,365,000
Shift Premium	$1,363,000	$1,004,000
Bilingual Bonus/Language Allowance	$445,000	$401,000
Total Salary and Wages	**$330,486,000**	**$306,465,000**
Northern Allowance	$20,748,000	$18,131,000
Education Allowance	$1,521,000	$1,021,000
Total General Allowances	**$22,269,000**	**$19,152,000**
Superannuation	$52,627,000	$33,958,000
Employment Insurance	$4,819,000	$4,955,000
Canadian Pension Plan	$9,773,000	$9,312,000
Worker's Compensation Plan	$1,810,000	$1,839,000
Disability Insurance	$4,730,000	$3,278,000
Dental	$2,940,341	$2,930,000
Public Service Health Care Plan	$4,626,000	$3,040,000
Maternity/Parental/Adoption Leave	$4,301,000	$3,214,000
Public Service Management Insurance Plan	$1,772,000	$880,000
Employee Family Assistance Program	$571,000	$475,000
Total Pension and Health Care	**$87,969,341**	**$63,881,000**
Medical Travel Assistance	$1,925,000	$3,540,000
Removal In/Transfer	$1,915,000	$3,018,000
Severance Pay	$2,681,000	$2,991,000
Professional Development/Training	$2,299,000	$3,186,000
Removal Out/Ultimate	$454,000	$988,000
Total Other Benefits	**$9,274,000**	**$13,723,000**
Grand Total	**$449,998,341**	**$403,221,000**

Employment Type

Employees are hired on the basis of work week and length of employment. Those hired as full-time usually work a standard work week of 37.5 hours. Part-time employment is for less than a standard work week. Those hired for a regular (indeterminate) period of employment have no set termination date. Temporary (term) employment is for a specific period, at the end of which their employment ceases. The majority of employees are hired on a regular and full-time basis but arrangements such as job-sharing allow individuals to be hired on a regular and part-time basis in an effort to balance personal and work commitments. For the same reason, the GNWT will also consider an employee's request to work flexible or staggered hours between 07:00 and 18:00.

At the end of 2006, 89% of the GNWT public service were working on a regular basis, while 11% were working on a temporary basis. Also, 95% of the GNWT public service held full-time positions, while 5% held part-time positions.

Employment by Regular, Temporary and Full/Part Time, 2006



Composition of the Public Service

At the end of December 2006 there were 4,623 employees in the public service. Most employees (51%) were located in departments, with approximately 5% in Aurora College, 16% in the Divisional Education Councils, 26% in the Health and Social Services Authorities and 2% in the NWT Housing Corporation.

The majority of employees, about 86%, were members of the UNW and the NWTTA. Excluded employees accounted for 10% of the public service, while senior management made up 4%.

Approximately 51% of employees were in employed in Headquarters and 49% were employed in the Regions outside Headquarters.

The average employee was 43 years old, had a salary of $71,178 per year with 7.5 years of service.

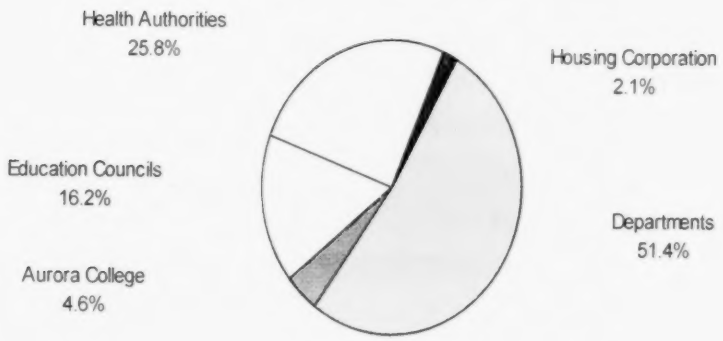
The average aboriginal employee was 43.1 years old, had a salary of $62,500 per year with 7.9 years of service.

The average non-aboriginal employee was 43.2 years old, had a salary of $75,124 per year with 7.3 years of service.

The average female employee was 42.5 years old, had a salary of $66,982 per year with 6.9 years of service.

The average male employee was 44.4 years old, had a salary of $78,480 per year with 8.6 years of service.

Public Service by Boards, Agencies and Departments at December 31, 2006



Employee Retention

Employee retention is the measurable effect of employees remaining in the public service. Overall, retention decreased slightly from 86.8% in 2005 to 86.3% in 2006.

Workforce Absence Rate

The workforce absence rate provides a measure of the average number of days employees are absent from work (with or without pay), due to illness, disability/injury, or personal/family responsibility for at least one half day, but less than a year. In 2006, this rate was 10.3 days. This does not include annual leave or statutory holidays.

Occupational Categories

The GNWT assigns an occupational designation to each position based on the National Occupational Classification (NOC) system. This designation is then used to classify occupational data and compile, analyze and report information about occupations in the public service.

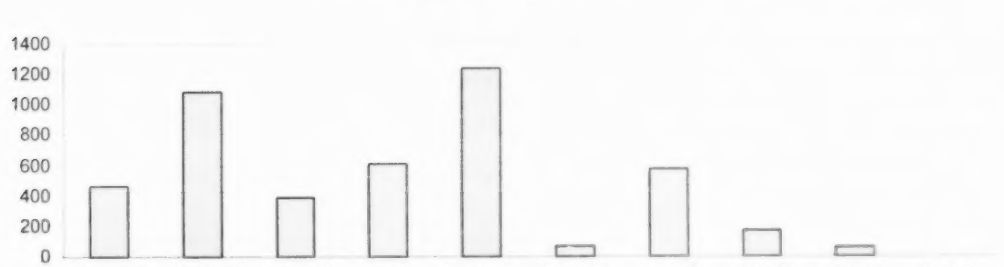
The public service is comprised of a wide range of jobs. Examples of the positions found within each occupational category include:

- **Management:** Deputy Minister, Program Director and Regional Superintendent.
- **Business, Finance & Administration**: Finance Officer, Human Resource Officer and office support staff.
- **Natural & Applied Sciences & Related Occupations**: Engineer, Biologist and Renewable Resources Officer.
- **Health Occupations**: Registered Nurse, Medical Lab Technician and Certified Nursing Assistant.
- **Occupations in Social Science, Education & Government Service and Religion**: Community Social Services Worker, Teacher, College Instructor, Legal Counsel and Economic Development Officer.
- **Occupations in Art, Culture, Recreation & Sport**: Librarian and Youth Worker.
- **Sales and Service**: Correctional Officer, Classroom Assistant and Custodial Worker.
- **Trades, Transport and Equipment Operators and Related Occupations**: Mechanic and Equipment Operator.
- **Occupations Unique to Primary Industry**: Fire Crew Member.
- **Manufacturing and Utilities**: Municipal Works Officer and Water Plant Operator.

The occupational categories are used to indicate the general distribution of employees within the public service. This distribution is then broken down to show the occupational distribution of employees by gender, aboriginal status, average age, average salary and average length of territorial public service. This data may be used to monitor, track and compare workforce changes and trends that assist management in developing human resource policies and procedures to meet current and future needs.

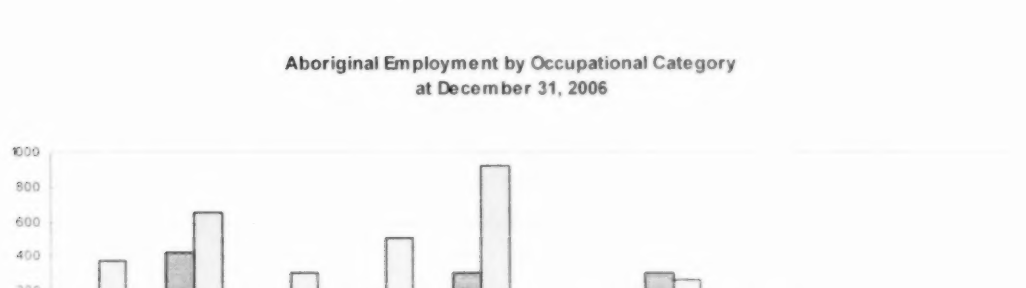
TABLES

Employees by Occupational Category
at December 31, 2006

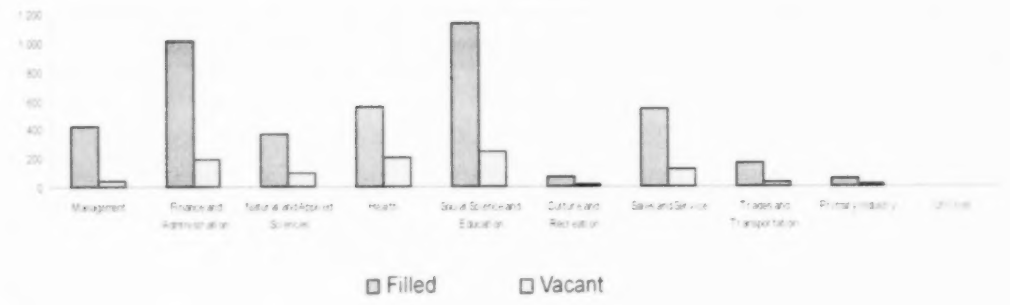


Employee Gender by Occupational Category
at December 31, 2006

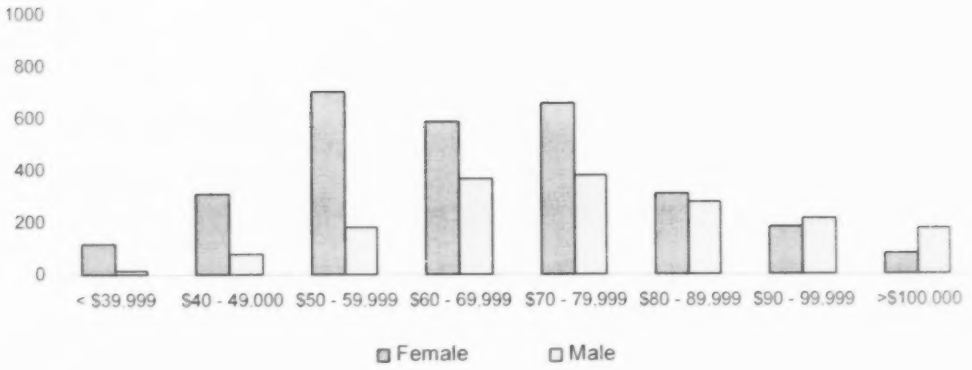
Aboriginal Employment by Occupational Category
at December 31, 2006



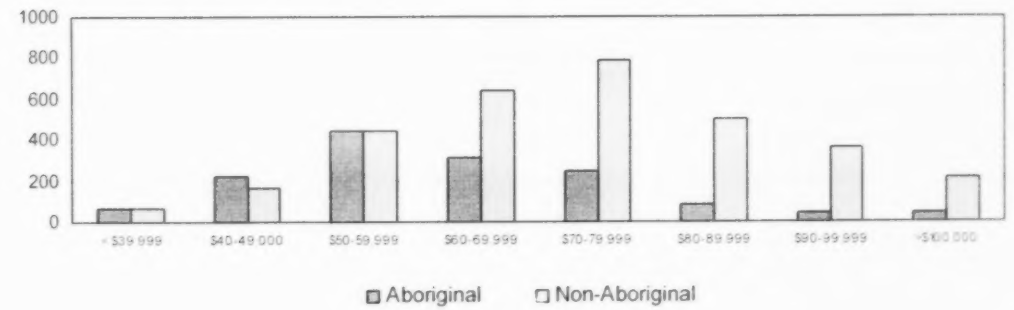
Positions by Occupational Category
at December 31, 2006



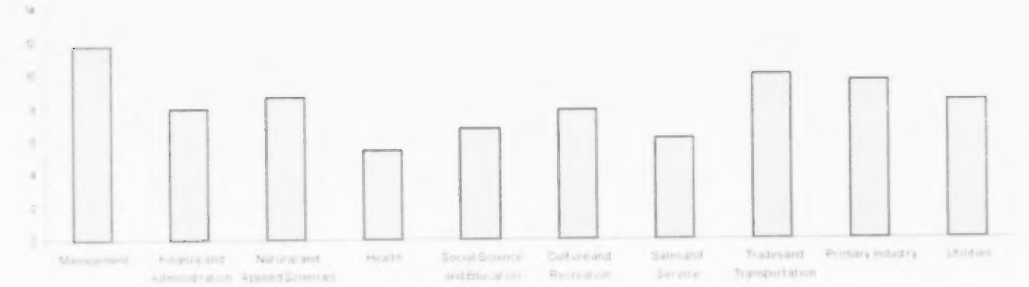
Salary Distribution, Female-Male
at December 31, 2006



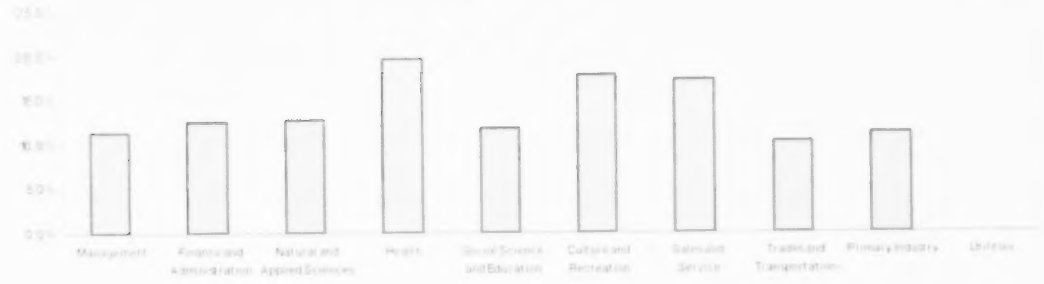
Salary Distribution, Aboriginal/Non-Aboriginal
at December 31, 2006



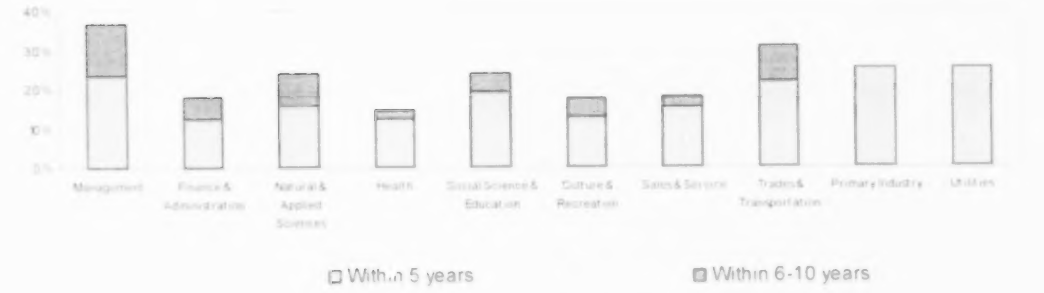
Average Years Territorial Public Service by Occupational Category
at December 31, 2006



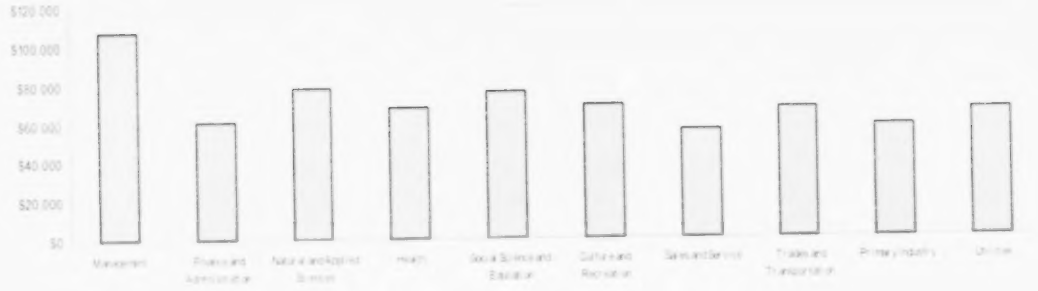
Turnover Rate by Occupational Category
at December 31, 2006



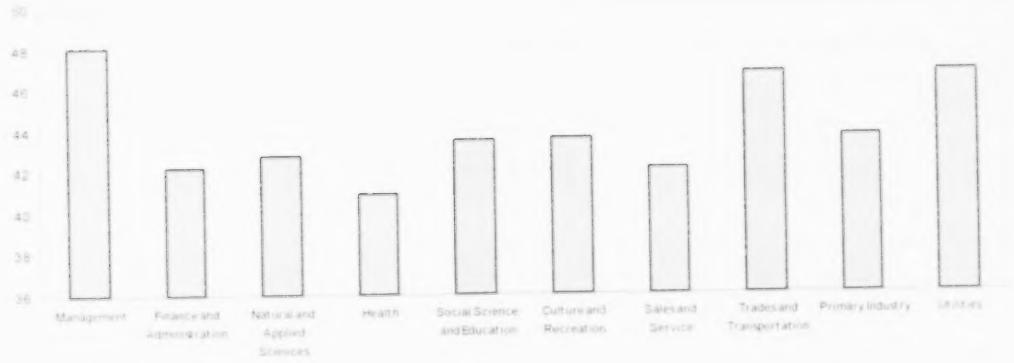
Retirement Rate Projection over the next 10 years
by Occupational Category at December 31, 2006



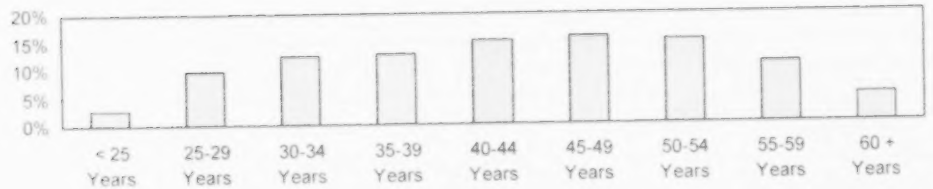
Average Salary by Occupational Category
at December 31, 2006



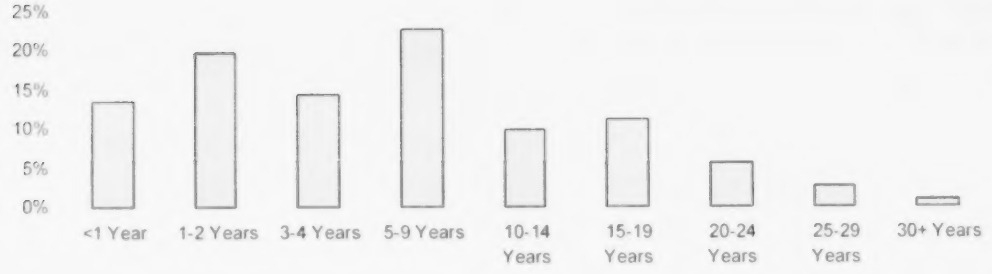
Average Age by Occupational Category,
at December 31, 2006



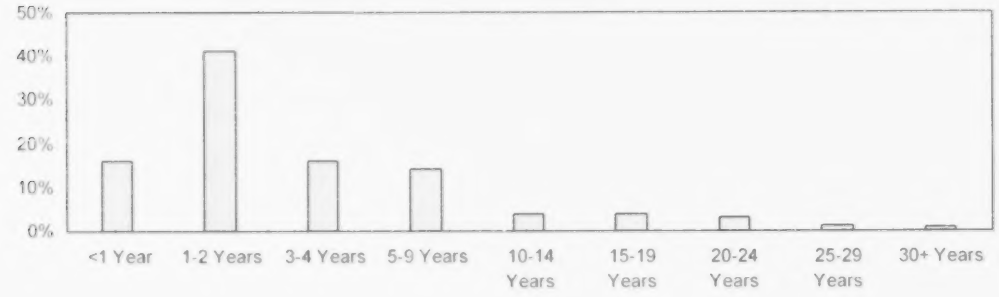
Percentage of Employees by Age Group
at December 2006



Employee Distribution by Years of Territorial Public Service at December 31, 2006



Separations by Years of Territorial Public Service, 2006



Separations by Reason for Leaving, 2006

***Miscellaneous: includes Death in Service, Health, Abandonment of Position, Rejection on Probation**

Aboriginal Employee Distribution by Community at December 31, 2006

	2006		
Region/Community	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Yellowknife (includes Detah)	2,254	386	17%
Headquarters	**2,254**	**386**	**17%**
Aklavik	54	23	43%
Fort McPherson	58	29	50%
Inuvik	509	171	34%
Paulatuk	19	8	42%
Sachs Harbour	6	1	17%
Tsiigehtchic	8	3	38%
Tuktoyaktuk	40	19	48%
Ulukhaktok	29	14	48%
Beaufort Delta Region	**723**	**268**	**37%**
Fort Liard	48	26	54%
Fort Providence	50	30	60%
Fort Simpson	201	93	46%
Hay River Reserve	18	6	33%
Jean Marie River	4	2	50%
Kakisa	1		
Nahanni Butte	5	3	60%
Trout Lake	11	10	91%
Wrigley	16	14	88%
Dehcho Region	**354**	**184**	**52%**
Enterprise	13	4	31%
Fort Resolution	40	25	63%
Fort Smith	500	244	49%
Hay River	282	124	44%
Lutsel K'e	24	11	46%
Fort Smith Region	**859**	**408**	**47%**
Colville Lake	8	3	38%
Deline	36	21	58%
Fort Good Hope	32	19	59%
Norman Wells	106	25	24%
Tulita	29	13	45%
Sahtu Region	**211**	**81**	**38%**
Behchoko	178	99	56%
Gamèti	12	5	42%
Wekweèti	7	3	43%
Whati	25	11	44%
Tlicho Region	**222**	**118**	**53%**
Total GNWT	**4,623**	**1,445**	**31%**

Aboriginal Employment at December 31, 2006

	2006		
Department/Council/Authority	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Aboriginal Affairs and Intergovermental Relations	43	13	30%
Aurora College	211	63	30%
Education. Culture and Employment	208	71	34%
Environment and Natural Resources	254	133	52%
Executive	69	14	20%
Finance	43	9	21%
Financial Management Board Secretariat	66	15	23%
Health and Social Services	138	25	18%
Human Resources	171	59	35%
Industry. Tourism and Investment	177	53	30%
Justice	544	177	33%
Legislative Assembly	27	5	19%
Municipal and Community Affairs	137	45	33%
Northw est Territories Housing Corporation	95	35	37%
Public Works and Services	237	72	30%
Transportation	262	98	37%
Total for Departments and Agencies	2,682	887	33%
Beaufort Delta Divisional Education Council	197	61	31%
Commission Scolaire Francophone de Division	29		0%
Dehcho Divisional Education Council	102	40	39%
Sahtu Divisional Education Council	94	32	34%
South Slave Divisional Education Council	200	63	32%
Tlicho Community Services Agency - Education	125	57	46%
Total for Education Councils	747	253	34%
Beaufort Delta Health and Social Services Authority	220	62	28%
Dehcho Health and Social Services Authority	76	40	53%
Fort Smith Health and Social Services Authority	125	62	50%
Sahtu Health and Social Services Authority	53	25	47%
Stanton Territorial Health Authority	498	54	11%
Tlicho Community Services Agency - Health	70	43	61%
Yellow knife Health and Social Services Authority	152	19	13%
Total for Health and Social Services Authorities	1,194	305	26%
Total of Public Service	**4,623**	**1,445**	**31%**

	2006		
Region	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Headquarters	2,253	386	17%
Beaufort Delta Region	723	268	37%
Dehcho Region	354	184	52%
Fort Smith Region	860	408	47%
Sahtu Region	211	81	38%
Tlicho Region	222	118	53%
Total	**4,623**	**1,445**	**31%**

Indigenous Non-Aboriginal Employment as at December 31, 2006

	2006		
Department/Council/Authority	**Total Employees**	**Indigenous Non-Aboriginal Employees**	**% of Indigenous Non-Aboriginal Employees**
Aboriginal Affairs and Intergovernmental Relations	43	5	12%
Aurora College	211	7	3%
Education, Culture and Employment	208	34	16%
Environment and Natural Resources	254	35	14%
Executive	69	18	26%
Finance	43	8	19%
Financial Management Board Secretariat	66	16	24%
Health and Social Services	138	16	12%
Human Resources	171	47	27%
Industry, Tourism and Investment	177	40	23%
Justice	544	72	13%
Legislative Assembly	27	9	33%
Municipal and Community Affairs	137	34	25%
Northwest Territories Housing Corporation	95	12	13%
Public Works and Services	237	36	15%
Transportation	262	54	21%
Total for Departments and Agencies	2,682	443	17%
Beaufort Delta Divisional Education Council	197	4	2%
Commission Scolaire Francophone de Division	29		0%
Dehcho Divisional Education Council	102	3	3%
Sahtu Divisional Education Council	94		0%
South Slave Divisional Education Council	200	21	11%
Tlicho Community Services Agency - Education	125		0%
Total for Education Councils	747	28	4%
Beaufort Delta Health and Social Services Authority	220	1	0%
Dehcho Health and Social Services Authority	76	2	3%
Fort Smith Health and Social Services Authority	125	4	3%
Sahtu Health and Social Services Authority	53	1	2%
Stanton Territorial Health Authority	498	48	10%
Tlicho Community Services Agency - Health	70		0%
Yellowknife Health and Social Services Authority	152	8	5%
Total for Health and Social Services Authorities	1,194	64	5%
Total of Public Service	4,623	535	12%

	2006		
Region	**Total Employees**	**Indigenous Non-Aboriginal Employees**	**% of Indigenous Non-Aboriginal Employees**
Headquarters	2,253	409	18%
Beaufort Delta Region	723	16	2%
Dehcho Region	354	19	5%
Fort Smith Region	860	85	10%
Sahtu Region	211	4	2%
Tlicho Region	222	2	1%
Total	4,623	535	12%

Aboriginals in Senior Management at December 31, 2006

	2006		
Department/Council/Authority	**Total Senior Management Employees**	**Aboriginals in Senior Management**	**% of Aboriginals in Senior Management**
Aboriginal Affairs and Intergovernmental Relations	7	1	14%
Aurora College	7	1	14%
Education, Culture and Employment	13	6	46%
Environment and Natural Resources	12	3	25%
Executive	15	3	20%
Finance	6	1	17%
Financial Management Board Secretariat	7		0%
Health and Social Services	14	1	7%
Human Resources	5		0%
Industry, Tourism and Investment	22	2	9%
Justice	11	1	9%
Legislative Assembly	5		0%
Municipal and Community Affairs	16	5	31%
Northwest Territories Housing Corporation	9	3	33%
Public Works and Services	11	1	9%
Transportation	12		0%
Total for Departments and Agencies	172	28	16%
Beaufort Delta Divisional Education Council	2	1	50%
Commission Scolaire Francophone de Division	1		0%
Dehcho Divisional Education Council			0%
Sahtu Divisional Education Council	1		0%
South Slave Divisional Education Council	1		0%
Tlicho Community Services Agency - Education	1	1	100%
Total for Education Councils	6	2	33%
Beaufort Delta Health and Social Services Authority	4		0%
Dehcho Health and Social Services Authority	2	1	50%
Fort Smith Health and Social Services Authority	2	1	50%
Sahtu Health and Social Services Authority	2		0%
Stanton Territorial Health Authority	4		0%
Tlicho Community Services Agency - Health	2		0%
Yellowknife Health and Social Services Authority	5		0%
Total for Health and Social Services Authorities	21	2	10%
Total of Public Service	199	32	16%

	2006		
Region	**Total Senior Management Employees**	**Aboriginals in Senior Management**	**% of Aboriginals in Senior Management**
Headquarters	145	17	12%
Beaufort Delta Region	17	4	24%
Dehcho Region	8	2	25%
Fort Smith Region	19	7	37%
Sahtu Region	7	1	14%
Tlicho Region	3	1	33%
Total	199	32	16%

Women in Senior Management at December 31, 2006

	2006		
Department/Council/Authority	**Total Senior Management Employees**	**Number of Women in Senior Management**	**% of Women in Senior Management**
Aboriginal Affairs and Intergovernmental Relations	7	2	29%
Aurora College	7	5	71%
Education, Culture and Employment	13	8	62%
Environment and Natural Resources	12	3	25%
Executive	15	1	7%
Finance	6	1	17%
Financial Management Board Secretariat	7	1	14%
Health and Social Services	14	5	36%
Human Resources	5	5	100%
Industry, Tourism and Investment	22	4	18%
Justice	11	6	55%
Legislative Assembly	5	1	20%
Municipal and Community Affairs	16	6	38%
Northwest Territories Housing Corporation	9	0	0%
Public Works and Services	11	1	9%
Transportation	12	0	0%
Total for Departments and Agencies	172	49	28%
Beaufort Delta Divisional Education Council	2	1	50%
Commission Scolaire Francophone de Division	1	0	0%
Dehcho Divisional Education Council	0	0	0%
Sahtu Divisional Education Council	1	0	0%
South Slave Divisional Education Council	1	0	0%
Tlicho Community Services Agency - Education	1	1	100%
Total for Education Councils	6	2	33%
Beaufort Delta Health and Social Services Authority	4	3	75%
Dehcho Health and Social Services Authority	2	2	100%
Fort Smith Health and Social Services Authority	2	0	0%
Sahtu Health and Social Services Authority	2	0	0%
Stanton Territorial Health Authority	4	4	100%
Tlicho Community Services Agency - Health	2	1	50%
Yellowknife Health and Social Services Authority	5	2	40%
Total for Health and Social Services Authorities	21	12	57%
Total of Public Service	199	63	32%

	2006		
Region	**Total Senior Management Employees**	**Number of Women in Senior Management**	**% of Women in Senior Management**
Headquarters	145	44	30%
Beaufort Delta Region	17	8	47%
Dehcho Region	8	3	38%
Fort Smith Region	19	6	32%
Sahtu Region	7	0	0%
Tlicho Region	3	2	67%
Total	199	63	32%

Women in Non-Traditional Occupations at December 31, 2006

	2006		
Department/Council/Authority	**Employees in Non-Traditional Occupations**	**Women in Non-Traditional Occupations**	**% of Women in Non-Traditional Occupations**
Aboriginal Affairs and Intergovernmental Relations			0%
Aurora College	8	1	13%
Education, Culture and Employment	10	6	60%
Environment and Natural Resources	141	20	14%
Executive	1		0%
Finance	4		0%
Financial Management Board Secretariat	3	1	33%
Health and Social Services	6		0%
Human Resources	5	3	60%
Industry, Tourism and Investment	24	5	21%
Justice	23	4	17%
Legislative Assembly	1		0%
Municipal and Community Affairs	29	5	17%
Northwest Territories Housing Corporation	14	2	14%
Public Works and Services	106	10	9%
Transportation	134	4	3%
Total for Departments and Agencies	509	61	12%
Beaufort Delta Divisional Education Council	3		0%
Commission Scolaire Francophone de Division			0%
Dehcho Divisional Education Council	1		0%
Sahtu Divisional Education Council			0%
South Slave Divisional Education Council	1		0%
Tlicho Community Services Agency - Education	1		0%
Total for Education Councils	6	0	0%
Beaufort Delta Health and Social Services Authority	3	1	33%
Dehcho Health and Social Services Authority	1		0%
Fort Smith Health and Social Services Authority	1		0%
Sahtu Health and Social Services Authority			0%
Stanton Territorial Health Authority	16	2	13%
Tlicho Community Services Agency - Health	3	2	67%
Yellowknife Health and Social Services Authority	2		0%
Total for Health and Social Services Authorities	26	5	19%
Total of Public Service	**541**	**66**	**12%**

	2006		
Region	**Employees in Non-Traditional Occupations**	**Women in Non-Traditional Occupations**	**% of Women in Non-Traditional Occupations**
Headquarters	247	42	17%
Beaufort Delta Region	82	11	13%
Dehcho Region	76	6	8%
Fort Smith Region	101	4	4%
Sahtu Region	22	1	5%
Tlicho Region	13	2	15%
Total	**541**	**66**	**12%**

Persons with Disabilities as at December 31, 2006

Department/Council/Authority	2006		
	Total Employees	Persons with Disabilities	% of Persons with Disabilites
Aboriginal Affairs and Intergovernmental Relations	43		0.0%
Aurora College	211		0.0%
Education, Culture and Employment	208		0.0%
Environment and Natural Resources	254	1	0.4%
Executive	69		0.0%
Finance	43	1	2.3%
Financial Management Board Secretariat	66		0.0%
Health and Social Services	138	1	0.7%
Human Resources	171	1	0.6%
Industry, Tourism and Investment	177		0.0%
Justice	544		0.0%
Legislative Assembly	27		0.0%
Municipal and Community Affairs	137		0.0%
Northwest Territories Housing Corporation	95	3	3.2%
Public Works and Services	237	5	2.1%
Transportation	262	1	0.4%
Total for Departments and Agencies	2,682	13	0.5%
Beaufort Delta Divisional Education Council	197		0.0%
Commission Scolaire Francophone de Division	29		0.0%
Dehcho Divisional Education Council	102		0.0%
Sahtu Divisional Education Council	94		0.0%
South Slave Divisional Education Council	200		0.0%
Tlicho Community Services Agency - Education	125		0.0%
Total for Education Councils	747	0	0.0%
Beaufort Delta Health and Social Services Authority	220		0.0%
Dehcho Health and Social Services Authority	76		0.0%
Fort Smith Health and Social Services Authority	125		0.0%
Sahtu Health and Social Services Authority	53		0.0%
Stanton Territorial Health Authority	498	2	0.4%
Tlicho Community Services Agency - Health	70		0.0%
Yellowknife Health and Social Services Authority	152		0.0%
Total for Health and Social Services Authorities	1,194	2	0.2%
Total of Public Service	4,623	15	0.3%

Region	2006		
	Total Employees	Persons with Disabilities	% of Persons with Disabilites
Headquarters	2,253	10	0.4%
Beaufort Delta Region	723	2	0.3%
Dehcho Region	354	2	0.6%
Fort Smith Region	860	1	0.1%
Sahtu Region	211		0.0%
Tlicho Region	222		0.0%
Total	4,623	15	0.3%

Employee Turnover as at December 31, 2006

	2006
Department/Council/Authority	**Percentage Turnover**
Aboriginal Affairs and Intergovernmental Relations	10.3%
Aurora College	14.7%
Education, Culture and Employment	11.0%
Environment and Natural Resources	9.3%
Executive	7.8%
Finance	13.0%
Financial Management Board Secretariat	11.2%
Health and Social Services	14.8%
Human Resources	23.4%
Industry, Tourism and Investment	13.4%
Justice	12.3%
Legislative Assembly	14.5%
Municipal and Community Affairs	13.1%
Northwest Territories Housing Corporation	14.7%
Public Works and Services	10.3%
Transportation	11.5%
Beaufort Delta Divisional Education Council	10.8%
Commission Scolaire Francophone de Division	7.8%
Dehcho Divisional Education Council	7.8%
Sahtu Divisional Education Council	14.1%
South Slave Divisional Education Council	7.7%
Tlicho Community Services Agency - Education	28.3%
Beaufort Delta Health and Social Services Authority	20.6%
Dehcho Health and Social Services Authority	14.6%
Fort Smith Health and Social Services Authority	14.9%
Sahtu Health and Social Services Authority	10.5%
Stanton Territorial Health Authority	15.1%
Tlicho Community Services Agency - Health	22.4%
Yellowknife Health and Social Services Authority	22.4%
Overall Average	**13.7%**

	2006
Region	**Percentage Turnover**
Headquarters	13.9%
Beaufort Delta Region	15.3%
Dehcho Region	10.7%
Fort Smith Region	10.1%
Sahtu Region	14.2%
Tlicho Region	24.5%
Total	**13.7%**